

The American Payroll Association

Local Chapter Guide

How to Create, Develop, and Maintain
A Local Chapter



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Contents

- 3 A Message From the Chapter Relations Department
- 4 Contacts at the American Payroll Association
- 5 What Is a Local Chapter of the APA?
- 6 Summary of the APA Chapter Policy Statement
- 7 Benefits That Chapters Typically Offer
- 8 Benefits of APA Affiliation
- 11 How to Get Started
- 12 Instructions for Sending Your Initial Interest Letter
- 13 Sample Press Release for Your New Chapter
- 14 Sample Introduction Letters
- 16 At the Preliminary Meeting
- 17 The Building Blocks of Chapter Success
- 18 Budgetary and Financial Concerns
- 21 Sample Bylaws
- 25 Officer Responsibilities
- 27 Instructions for Completing the Application for APA Affiliation
- 28 APA Policy Statement Regarding Chapter Affiliation

Forms

- 30 APA's Local Chapter Electronic File Mailing List Request Form
- 32 Application for Chapter Affiliation
- 34 APA's RCH Approval Form

A Message From the Chapter Relations Department

Thank you for your interest in starting a local chapter of the American Payroll Association in your area. The benefits of establishing and being a part of a local chapter are tremendous and can lead to substantial personal rewards as well as opportunities that will energize your career.

APA relies on its local chapters as a valuable source of information on state and local issues affecting its members in the payroll profession. As an added bonus, chapters remain an ideal venue for frequent and productive networking among local APA members. Each local chapter is applauded for being a vital part of the payroll community.

By expressing your interest in starting a chapter, you have already taken the first step in the short process. From now on you can be assured that you have a reliable partner in APA National, and we are dedicated to seeing you succeed in this endeavor. Establishing and developing your local chapter will still be a substantial amount of work, but as any chapter member will tell you, the sense of fulfillment and satisfaction you get in return will be well worth the effort.

Members of the APA staff as well as local chapter members have helped compile the information contained in this guide. In it, you will find a great deal of practical information along with some indications of what you can expect. The information in this guide is not meant to be a strict blueprint for your chapter. Instead, you are welcome to introduce your personal touch to key components that will come to define the spirit of your chapter. Additionally, you can always call upon the Chapter Relations staff to assist with any aspects of establishing your new chapter.

We look forward to working with you to establish another successful local APA chapter!



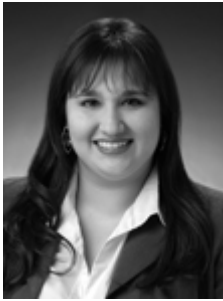
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What Is a Local Chapter of the APA?

Now that starting an APA Chapter has sparked your interest, it may help you to know exactly what a chapter is and how it is related to APA National. Being that there are many ways that national organizations can choose to govern their chapters, it will help to have a clear understanding of APA's specific policies. Try not to let your experience or knowledge of other groups influence your perception of how an APA chapter can be run.

Here are some key facts:

- ✓ An APA chapter is a geographically localized group of individuals comprised predominantly of members of the American Payroll Association.
- ✓ APA-affiliated chapters are autonomous organizations that share the goals and support the initiatives of the American Payroll Association.
- ✓ Local chapters are supported by, and in turn help support, APA National.
- ✓ Affiliated chapters are entitled to use the name and logo of the American Payroll Association, providing them with instant name recognition and credibility among leaders in the payroll community.
- ✓ APA chapters are independent from APA National.
- ✓ Bylaws and constitutions must incorporate a few basic rules of APA National, but are established by each chapter to meet the specific needs of the chapter's membership.
- ✓ Education of its members is the foremost goal of APA National.
- ✓ Chapters do not pay dues or have any direct financial relationship with APA National.

Please read the Chapter Policy Statement contained in its entirety to fully understand the rules of governing local chapters. If you have any questions, please contact the Chapter Relations Department at APA National for assistance.

Summary of the APA Chapter Policy Statement

Since its inception, the APA has encouraged its members to establish local chapters. Currently, there are more than 148 active local chapters throughout the United States. All of these local chapters were formed on the basis of the same philosophy – to provide services to the area’s APA members that complement the activities of the American Payroll Association. For example, local chapters focus on state and local payroll issues that are not covered in depth through APA National courses.

In 1986, a committee of APA members met to discuss issues related to local chapters. At that meeting, they formalized and documented the APA local chapter philosophy in what is referred to as APA’s Chapter Policy Statement.

The Chapter Policy Statement outlines the general principles upon which local APA chapters are founded. It defines what local chapters are and provides guidelines intended to help them maintain their strength and health.

As the policy states, local chapters are intended to assist the APA in communicating with, educating, and providing associated services to individuals interested in payroll and related issues. APA-affiliated chapters conduct their activities in a manner that will complement APA’s efforts and encourage membership and participation in APA National.

The APA recognizes the necessity of autonomy and encourages independence at the chapter level so that each chapter can respond to the particular and changing needs of its members. The following are

some of the fundamental “rules” of APA local chapters, which are outlined in the Chapter Policy Statement and apply to all chapters.

- ▶ As with APA National, membership in the local chapter level is available only to individuals. There are two categories of membership allowed at the local chapter level. The first category is comprised of local chapter members who are also active members of APA National; these individuals are referred to as Regular Members. The second group are those individuals who are members of the local chapter but do not hold active membership at the National level. These members are considered Associate Members.
- ▶ Because APA local chapters are, by definition, smaller groups of APA members, members of APA National must comprise at least 75% of the chapter’s membership, and Associate Members are invited to join only through sponsorship by a Regular Member.
- ▶ Only members of APA National are eligible to hold an elected office within the local chapter. Associate Members cannot be officers or head committees or boards. However, they may serve as committee members.
- ▶ In order to avoid conflicts between chapter activities and those sponsored by APA National and to maximize participation at the respective events, local chapters must submit a proposed schedule of their meetings and events to the Chapter Relations Department. Chapters will be notified if any dates conflict.

Benefits That Chapters Typically Offer

Just as national organizations offer a wide array of benefits and programs for their respective members, so too do APA local chapters. Each chapter is encouraged to decide which benefits it will offer to members and how chapter programs will be administered. This autonomy is vital to ensuring that each chapter is able to respond to the specific needs and concerns of its membership. Below are some of the options chapters must consider. Many factors, such as the budget or level of participation, will dictate which ones are actually implemented.

▶ **Regularly Scheduled Meetings** – Chapter meetings serve as the foundation for the group to prosper. While regular meetings provide a venue to network and develop lasting friendships with fellow payroll professionals, and offer a great opportunity for members to learn about issues affecting payroll in their area, frequency of meetings is at the discretion of each chapter. APA National can also provide speakers for local chapter meetings through its National Speakers Bureau. In addition, chapter members can also earn RCHs for CPP and FPC re-certification at meetings. **Please submit a completed RCH approval form to Certification Department prior to the chapter event.**

▶ **Chapter Newsletter** – Many chapters have newsletters that are distributed by fax, e-mail, or regular mail. These newsletters keep members connected with chapter events and provide updates from various chapter officers and committees. Often the Chapter Government Liaison Officer will pass on new and pending regulatory and legislative information from APA's Government Relations Managers via the chapter newsletter.

▶ **Chapter Websites** – Many chapters have informative websites with links to various local government agencies and information sources, including the APA website.

▶ **Hotline Service** – With the payroll industry becoming more specialized, it is increasingly difficult to be an expert in every aspect of payroll. Chapter Hotline Services allow members to contact those within a chapter who may be experts in a specialized field.

▶ **CPP/FPC Study Groups** – Many chapters offer CPP and FPC Study Groups to help members prepare

for the CPP and FPC exams. This type of group learning experience can be vital to a person preparing for the CPP and FPC exams. Certified instructors also earn RCHs for CPP re-certification.

▶ **Community Involvement** – Almost all APA chapters are involved with some type of community outreach to benefit local charities and educational institutions. Participating in these types of activities can give chapter members an immeasurable sense of satisfaction that comes only from helping those in need.

▶ **National Payroll Week** – Being involved with a chapter during NPW can be great fun! Over the years, chapters have created a wide variety of activities to commemorate NPW. Community outreach, educational outreach, government outreach and celebrations are just a few of the categories.

▶ **APA's Education Grants** – Every year, APA local chapters are encouraged to nominate at least one chapter member for APA's Education Grants. Grants include a complete Congress registration including round-trip travel, copies of *The Payroll Source*®, free APA seminars, and other awards. Grant applicants must be active APA members in good standing with at least three years of payroll experience. For more information, visit www.americanpayroll.org/members/edgrant/.

▶ **Chapter of the Year Contest** – All APA chapters are encouraged to participate in the Chapter of the Year Contest. Being recognized as a member of an award-winning chapter looks great on a resume and during one's annual review.

▶ **Leadership Opportunities** – All chapters have at least one leader, with many having 10 to 20 volunteer leadership positions. By taking on the responsibility of chapter leadership, one can hone the skills needed to succeed in today's competitive business world.

▶ **Special Events** – As a chapter member, one has the opportunity to attend special functions such as statewide meetings. Chapter members can choose to simply attend an event or be involved in the intense behind-the-scenes planning of these special functions.

Benefits of APA Affiliation

The Chapter Relations Department of the American Payroll Association is dedicated to supporting the projects and initiatives of all its affiliated chapters. APA supports its chapters in every aspect of their daily operations, including the exchange of chapter-related information, National Payroll Week, Congress, Certification Study Groups, and Statewide Conferences.

Information

Chapter Relations uses all of the communication media available from APA to ensure chapters informed of APA National initiatives, and so the membership at large is aware of chapter-planned events and accomplishments. The department utilizes the APA publications **PAYTECH**, **PAYTECHonline**, and **APA's Website** as the basis for its information exchange program.

► **PAYTECH's Chapter Network** – Highlights upcoming chapter-related deadlines, projects, and offers. Chapter Network also features accomplishments of chapters and local chapter members.

• **Statewide/Regional Meetings** – Listings include contact information, dates, and locations. This is an effective way of advertising a statewide meeting and it is offered free of charge. After the statewide meeting, representatives from the involved chapters are encouraged to submit an article and photos of the event.

• **Chapter Recognition** – Chapters and chapter members are recognized for their involvement in the various NPW contests, Chapter of the Year, and chapter-sponsored award programs.

• **Certification Study Groups** – Listing includes contact information, dates and locations. This free advertising informs the membership at large of a chapter's educational offerings.

► PAYTECHonline e-magazine

APA's monthly e-magazine brings you fast-breaking updates on payroll laws and regulations, payroll industry news, cutting-edge developments, news from Washington D.C., and news from APA chapters.

► National Payroll Week (NPW)

National Payroll Week can be an exciting and busy time to be a chapter member. Each year, chapters are involved in a wide array of community outreach, educational programs, and celebrations conducted with

the full support of the Chapter Relations Department. For example, the department offers the following items:

- Comprehensive NPW information, including:
 - Sample press releases
 - Sample proclamation requests
 - Sample proclamation language
 - Sample teaching guides for NPW presentations
- Free NPW webinar that gives chapter members a chance to hear from chapters with successful NPW campaigns
- NPW sponsor contact information

NPW contests feature valuable prizes for those chapters that distinguish themselves during NPW. Contests and prizes include:

• NPW Promotion Contest (Individual)

First Place

One registration to attend APA's Preparing for Year-End or any other APA one-day seminar and a personalized NPW Award Certificate

Second Place

A free copy of *The Payroll Source* and a personalized NPW Award Certificate

Third Place

One registration for any of APA's Webinars (live or on-demand) and a personalized NPW Award Certificate

• Educational Outreach & Community Service Chapter Contest

First Place

One registration to attend APA's Congress and a NPW Award Certificate with your chapter's name

Second Place

One registration for APA's Preparing for Year-End Seminar or Webinar series (live or on-demand) and a NPW Award Certificate with your chapter's name

Third Place

A free copy of *The Payroll Source* and a NPW Award Certificate with your chapter's name

• Local Government Outreach Chapter Contest

First Place

One registration to attend APA's Congress and a NPW Award Certificate with your chapter's name

Second Place

One registration for APA's Preparing for Year-End

Seminar or Webinar series (live or on-demand) and a NPW Award Certificate with your chapter's name

Third Place

A free copy of *The Payroll Source* and a NPW Award Certificate with your chapter's name

• Local Media Outreach Chapter Contest

First Place

One registration to attend APA's Congress and a NPW Award Certificate with your chapter's name

Second Place

One registration for APA's Preparing for Year-End Seminar or Webinar series (live or on-demand) and a NPW Award Certificate with your chapter's name

Third Place

A free copy of *The Payroll Source* and a personalized NPW Award Certificate with your chapter's name

• NPW Online Survey Contest

First Place

One registration to attend APA's Congress and a personalized NPW Award Certificate

Second Place

Three registrations for any of APA's Webinars (live or on-demand) and a personalized NPW Award Certificate

Third Place

A free copy of *The Payroll Source* and a personalized NPW Award Certificate

• NPW Photo Contest

Winning chapter photos will be published in the January edition of PAYTECH magazine.

• National Education (Regional) Contest

The region with the most registered chapter volunteers will be published in the January edition of PAYTECH magazine.

► Chapter of the Year Contest

The Chapter of the Year Contest provides chapters with an opportunity to be recognized for their tremendous support of APA's membership and their excellence. It also allows chapters to conduct self-evaluations of their procedures and accomplishments and to set goals for the upcoming year.

The winner of the Chapter of the Year Contest is presented with a trophy and banner in front of over 2,000 payroll professionals during APA's Annual Congress. Second and third place winners and honorable mentions are recognized at the Chapter Exchange, during Congress.

Other awards presented at the Chapter Exchange include:

- Gavel Awards (Innovator, Mentor, Communicator, Facilitator)
- Chapter Pictorial Awards (First through third with honorable mentions)
- Best Chapter Website Awards (First through third with honorable mentions)
- Dream Theme Awards (First through third with honorable mentions)

► CPP and FPC Study Groups

The Chapter Relations Department supports all educational events sponsored by chapters. A listing of CPP and FPC Study Groups, contact information is posted on APA's website. A free copy of APA's *The Payroll Source*® is offered to any CPP study group with 10 or more participants. A free copy of APA's Payroll Practice Fundamentals is offered to any FPC study group with 10 or more participants. APA brochures are also available to chapters for these meetings.

One free **Knowledge Assessment Calculator (KAC)** PowerPoint demonstration is offered to any study group for facilitator demonstration (per request). In addition, one free assessment is offered to any study group of 10 or more participants. Additional assessments may then be purchased at volume discounts. **Please submit a completed RCH approval form to Certification Department prior to the chapter event.**

► Chapter Statewide Meetings

Besides printing statewide meeting and contact information, the Chapter Relations Department sends APA brochures for all participants free of charge. The Chapter Relations Department also sends one (1) door prize, per statewide meeting, at no cost. Additionally, each Statewide Event Committee can request one speaker from APA's National Speakers Bureau to speak at a meeting without incurring cost to the organizing chapters. **Please submit a completed RCH approval form to Certification Department prior to the chapter event.**

► CHAMPS

The Chapter Relations Department offers a mentor referral program exclusively for APA's local affiliated chapters in need of help from other more experienced chapters. CHAMPS, which stands for **Chapters Helping APA-chapters Make Payroll Shine**, was established to provide a "chapter-to-chapter" referral and networking service for APA chapter members to

turn to when confronting unique challenges. Individual chapter member volunteers from all over the U.S. have signed up to help you and your chapter in more than 80 chapter management categories!

► **Congress**

Local chapters can count on playing a lead role at APA Congress. The chapter(s) residing in the Congress area are invited to host the Local Chapter Hospitality Booth. Chapter members hand out information about their chapter to attendees, and provide information to attendees about local entertainment and dining opportunities.

The Chapter Exchange is the only event at Congress that is exclusively for chapter members. All chapter members are encouraged to attend this important event to meet with the Board of Advisors and other APA VIPs, hear about upcoming chapter-related projects, and enjoy the camaraderie of local chapter members. Awards are also presented during the Chapter Exchange.

A Pre-Congress chapter workshop is also offered. This is a great opportunity for chapter members to learn from those who have dedicated years to making their chapters succeed.

► **APA Logo**

All chapters are permitted to use the APA National logo on their brochures and meeting notices. This nationally recognized logo establishes immediate credibility and the respect the APA has worked diligently to earn over the years. This credibility allows the chapters to recruit new members and speakers. The APA National logo must be less prominent than the

chapter logo to avoid confusion about a National event versus a local chapter event.

► **Mailing Lists**

All chapters may request mailing lists for APA National members in their area. These are very helpful for launching successful membership recruitment campaigns or alerting members in the area of a chapter-sponsored educational opportunity.

In addition, each month chapter presidents automatically receive an e-mail notification with an attached Excel file of new National members who joined APA the previous month. The file is sorted by ZIP code, enabling chapters to identify and contact potential new chapter members. Also, when new members join APA National, they automatically receive a welcome e-mail encouraging them to join their local chapter. The message includes a link to the chapter area of APA's Website so that members can easily locate and contact their nearest local chapter.

► **Organizational Support**

The Chapter Relations staff supplies chapters with sample chapter benefits information, sample member questionnaires, job responsibilities for chapter officer positions, and sample chapter bylaws.

► **Board of Advisors**

Chapters across the United States are divided into eight regions. Each region is supported and guided by one advisor. This individual represents the interests of chapters at annual board meetings, and will present the board with chapters' concerns or ideas for improvements. This advisor is a liaison with APA National and can offer support throughout the year.

How to Get Started

Now that you know what an APA local chapter is and how it works, you're ready to get into the planning stages of this exciting endeavor. Letting your colleagues in the area know that you are interested in starting a chapter will be key to building the momentum necessary to get the chapter going. As more people become aware of your interest and enthusiasm, you will begin to form the core of what will become the chapter.

▶ Contact the Chapter Relations Department at APA National. They can provide valuable guidance and advice based on the experience of other chapters, as well as practical items like a mailing list and labels of APA members in your area. They can also team you with other APA chapter representatives in your area to learn first-hand from experts.

- ▶ Request a CHAMPS Mentor referral by visiting APA's website, and clicking on the Local Chapters link.
- ▶ Send a letter and questionnaire to all of the APA members in your area – this will help generate much-needed awareness and assistance.
- ▶ Evaluate questionnaire responses to gauge the level of interest among APA members in the area. Remember, this is the basis of starting a chapter, so don't expect everything to happen overnight.
- ▶ Contact those people who responded and schedule an organizational meeting.
- ▶ Maintain your interest and enthusiasm – these are the most essential ingredients in starting a successful local chapter of the APA. You'll find that your desire can become contagious if you have a positive attitude.

Instructions for Sending Your Initial Interest Letter

A critical step in starting a chapter is to draft letters that you will send to APA members and other payroll professionals in your area. The letters should explain the benefit of a local chapter and encourage their involvement. Include a questionnaire in these initial packets and ask payroll professionals to complete and return it to you. Their responses will allow you to gauge the level of interest in the area.

Consider writing two separate letters – one for APA National members and one for individuals who may not be familiar with the APA. This will allow you to tailor the content of the letters to match the knowledge of the reader. Obviously, the letter to non-members will include some background on the APA, while the letter to members will include more about the added benefits of local membership.

Sample letters and a questionnaire can be found in this packet for your convenience. You are welcome to modify them or create your own if you would prefer. Be sure to include your return address information on the questionnaire, and provide a specific date by which you want the questionnaire returned.

Once your letter and questionnaire are ready, send them to the Chapter Relations Department at APA along with a completed Local Chapter Mailing List Request Form. For best results, provide APA with an accurate ZIP code range covering the areas from which you would expect people to attend. ZIP codes for your area can be found on the U.S. Postal Service website at

www.usps.gov/ncsc/lookups/lookup_ctystzip.html.

Following receipt and approval of your letter and questionnaire, APA will forward you an electronic file for labels for National members in your designated area within four to six weeks. The next step is to mail them out and await responses.

It is unlikely you will get responses from everyone who receives the letter. You should realistically expect a response rate of anywhere from 25%-50%. No matter how many people respond, it is likely more people will attend your first formal chapter meeting than answered the questionnaire.

Compile the results of the questionnaires; this information will be useful when it comes time to plan your regular chapter meetings. The most useful information on the returned questionnaires will be the names and telephone numbers of people who responded. They should be contacted via telephone if possible. Introduce yourself, thank them for their interest, and invite them to a preliminary, informal meeting for respondents.

A press release submitted to business journals and other newspapers can be another way to attract payroll and finance professionals to your new chapter. Additionally, many media sources offer free postings of meeting information, so be sure to take advantage of all these opportunities.

Sample Press Release for Your New Chapter

Members of the American Payroll Association are working to establish a local chapter in [insert city name]. All area members of the American Payroll Association, as well as Payroll, Human Resources, Benefits, and Financial Professionals, are welcome to attend their first meeting on [insert date].

Founded in 1982 as the nation's only professional association for payroll and related professionals, the APA established the following objectives:

- To increase the payroll professional's skill level through education and mutual support
- To obtain recognition for payroll, as practiced in today's business and legislative environments, as a professional discipline
- To represent the payroll community in Washington, D.C.
- To provide public service education to the national workforce on payroll taxation and employment-related issues

“As an APA chapter, members will be joining a network of over 148 other local chapters dedicated to supporting APA's guiding principles. Their goal will be to add a local flair by addressing regional payroll issues while providing opportunities for members to network with fellow payroll professionals from around [describe general area],” said Elizabeth Herrera, Chapter Relations Manager for the American Payroll Association.

Topics on the first meeting's agenda will include the nominations of officers, selecting a name for the chapter, and deciding upon a meeting site and schedule. Other organizational topics will also be discussed. This is an excellent opportunity for attendees to be involved in decisions that will define the chapter.

As the chapter grows, it will offer lively and entertaining meetings with informative speakers, an extensive newsletter, and a chapter Website. The chapter will strive to develop payroll-oriented educational opportunities such as CPP and FPC Study Groups and Payroll Symposiums. The chapter will also actively participate in fun and rewarding APA National-sponsored events such as the Chapter of the Year Award competition and National Payroll Week contests.

Becoming a member of this brand-new chapter is an opportunity to help it grow, and more importantly, it is an opportunity for members to grow within their chosen profession.

Contacts:

[Insert your contact information here]

Sample Introduction Letters

A. Non-APA Members

Members of the American Payroll Association have established a local chapter in the [insert city] area. All payroll, human resources, benefits, and financial professionals are invited to complete the enclosed survey, so that we may gauge your interest and begin to explore a convenient time and location for our first open meeting.

Founded in 1982 as the nation's only professional association for payroll and related professionals, the APA established the following objectives:

- To increase the Payroll Professional's skill level through education and mutual support
- To obtain recognition for payroll, as practiced in today's business and legislative environments, as a professional discipline
- To represent the payroll community in Washington, D.C.
- To provide public service education to the national workforce on payroll taxation and employment-related issues.

B. APA Members

Members of the APA have established a local chapter here in [insert city] area. All payroll, human resources, benefits, and finance professionals are invited to complete the enclosed survey, so that we may gauge your interest and begin to explore a convenient time and location for our first open meeting.

As a member of APA National, you can benefit greatly from being a local chapter member. If you have your Certified Payroll Professional (CPP) or Fundamental Payroll Certification (FPC) designation, our future meetings will be a source for you to earn RCHs toward your re-certification. If you have yet to take the CPP or FPC exam, we hope to offer a CPP or FPC Study Group for all members.

As an official APA chapter, we will strive to support the initiatives of APA National and prosper with its assistance. Our group will focus on monthly meetings featuring informative guest speakers and great

As an official APA chapter, we will strive to support these initiatives and prosper with the assistance of APA National in San Antonio, Texas. Our group will focus on monthly meetings featuring informative guest speakers and great networking opportunities; community outreach activities, especially during National Payroll Week; and payroll educational programs.

This is an excellent opportunity to be part of an organization that will help you grow in your chosen profession. Thank you for taking the time to complete this important survey. A representative from our group will contact you as soon as a meeting time and place have been established. We hope to see you there!

Sincerely,
[insert name here]

networking opportunities; community outreach activities, especially during National Payroll Week; and payroll educational programs.

This is an excellent opportunity to be part of a local group that will help you grow as a payroll professional and as a member of APA National. Local chapters are one of the proving grounds for members interested in taking on leadership roles in APA National. Be assured that your hard work and dedication to this chapter can lead to recognition and more involvement in your national association.

Thank you for taking the time to complete this important survey. A representative from our group will contact you as soon as a meeting time and place have been established. We hope to see you there!

Sincerely,
[insert name here]

C. Sample Chapter Questionnaire Sent to Area Members

1. How often do you feel chapter meetings should be held?

- Monthly Bi-monthly Quarterly Other

2. What day of the week is usually the best for you?

- Monday Tuesday Wednesday Thursday Friday

3. What time of the day is usually the best for you?

- Morning Lunchtime Evening

4. What topics are you interested in hearing about? Check as many as you wish.

- Unemployment compensation
 Computer hardware and/or software
 Personal computer and payroll applications
 State and local tax regulations
 State disability reporting
 Interstate transfers of employees
 Payroll planning
 State unemployment insurance (SUI) reporting
 How to upgrade your job description
 Current changes in state and local legal requirements
 State and local garnishment laws

5. Are there any topics that you would be willing to give a presentation about?

6. Does your company have a suitable meeting space for 25-30 people that could be used for a local chapter meeting?

- Yes No

7. Would you be willing to donate approximately one hour per month on a chapter committee?

- Steering Committee Education Committee
 Membership Committee Newsletter/Website Committee
 Program Planning Committee

8. Please provide your contact information:

Name: _____

Title: _____

Company: _____

Address: _____

Phone: (____) _____ Fax: (____) _____

E-mail: _____

Thank you for your time. Please list additional comments on the back of this page.

At the Preliminary Meeting

The initial meeting of volunteers is very important. During this meeting, the group should have three major objectives.

The first will be to discuss what types of expectations each volunteer has for the chapter and what each member is willing to do to accomplish those objectives. It is important for the chapter to define itself and establish a clear set of goals and purposes. Only a chapter can determine its priorities and decide on the most appropriate means of accomplishing its goals.

The second major objective is to begin planning the first formal meeting of the local chapter. Discuss and decide upon the following items:

- Date of the meeting
- Time of the meeting
- Place for the meeting
- Educational value of the meeting

Divide the following duties among the initial group of volunteers:

- Who will be responsible for coordinating and making sure the meeting has an outline and a direction?
- Who will lead the meeting?
- Who will obtain a speaker?
- Who will make the meeting location arrangements?
- Who will make the meal function arrangements if the first meeting is a lunch/dinner meeting?
- Who will send out the announcements?
- Who will set up the room?
- Who will register the attendees?

The above items are only a few suggestions. Create your own personal checklist carefully to make sure that everything is taken care of.

The last objective of this preliminary meeting should be to complete the Application for Chapter Affiliation.

This step is perhaps the most critical and it requires a sense of leadership on your part. If you succeeded in getting a handful of people to attend your preliminary meeting, you have essentially created a chapter. These individuals have indicated that they want to be part of the chapter in some capacity. Your next challenge is to get a percentage of them to take on some of the

responsibility associated with the chapter. Fortunately, you'll often find the types of people who show up at organizational meetings are eager to volunteer. Now there is no good reason to delay making your chapter official. You only need two members to create a chapter, and if you are sitting in the room with at least one other person, then the criteria has been met!

Many individuals who get to this point propose that the group find more members before establishing a chapter. This time-consuming process can rob your chapter of the momentum it needs to move forward. While membership growth is important to your chapter's success, your preliminary meeting should focus on being established.

Again, act quickly and take advantage of the enthusiastic atmosphere of this first meeting. Review the affiliation application and begin asking for volunteers for interim officers. Later, once the first few formal meetings have taken place and your chapter has begun to take shape, you can have a more formal election process and establish a full slate of officers for a one- to three-year term.

Sample Agenda

Remember to be yourself at this first meeting and rely on your genuine excitement about the prospect of a chapter to shine through. Your sincerity will go a long way towards influencing others to join you.

1. Introduce yourself and describe your reasons for wanting to start a chapter.
2. Define what an APA chapter is.
3. Discuss what types of expectations each volunteer has for the chapter.
4. Ascertain what each member is willing to do to accomplish those objectives.
5. Begin to define the chapter and establish a clear set of goals and purposes.
6. Agree that there is adequate motivation to establish the chapter.
7. Discuss any dues the chapter may require.
8. Call for volunteers to serve as interim officers.
9. Sign the APA Application for Chapter Affiliation.

The Building Blocks of Chapter Success

Once you are officially under way, you and your members will need to start thinking about how your chapter will grow and become prosperous. Keep in mind these simple principles to ensure a bright future for your new chapter.

There are six fundamental areas on which all local APA chapters should focus. Each one is an equally important component of a successful local chapter:

▶ **Chapter Management**

Characterized by volunteerism and measures that keep the needs of the membership as the primary consideration.

▶ **Educational Planning**

Regular chapter meetings form the foundation of your educational plan and are reinforced with CPP/FPC Study Groups and statewide meetings.

▶ **Membership Services and Development**

By ensuring that members' needs are constantly updated and addressed and that new members are welcome, your chapter will continue to grow.

▶ **Service to the Payroll Profession**

Celebrate the fact that your chapter does provide an important service, and let others know about it.

▶ **Government Services**

You will find APA's Washington, D.C. contingent is the basis for this principle. Foster a relationship with APA's Government Relations Manager, Bill Dunn, CPP, so that your chapter remains abreast of legislative and regulatory initiatives.

▶ **Service to the American Payroll Association**

This is characterized more by a sense of goodwill and cooperation rather than blind allegiance. Maintaining open channels of communication with APA National representatives can only improve the outlook of your chapter.

Budgetary and Financial Concerns

This section applies to chapters in the United States.

Financial Concerns

Financial concerns will ultimately determine the success or failure of your chapter. For that reason, keeping tabs on the chapter's funds must be a top priority. A chapter's financial responsibilities can be divided into five major categories:

- Keeping financial records
- Preparing accurate reports for the Board of Directors
- Budgeting
- Safeguarding financial assets
- Complying with applicable laws and regulations

Finding a responsible and trustworthy person to serve as the chapter's Treasurer will be an important step for you or the Board of Directors. This person should possess basic accounting and general financial management skills, and should be known on a professional basis by at least one other member of the group. In the beginning, it may be advisable to establish a Finance Committee to oversee the chapter's finances.

The Treasurer or Finance Committee will be responsible for selecting the method for the chapter's bookkeeping. It is probably best to keep things simple and rely on cash basis accounting rather than the accrual basis. This simple version is easier to understand, and reports to the chapter will be much easier to follow using this method.

Tax Issues

Filing for tax-exempt status is a process that many chapters face with more than a little trepidation. There seems to be an endless list of forms to fill out and complicated procedures to follow. However, by dedicating some time to becoming familiar with some of the terms, forms, and agencies, the pieces to this giant puzzle can come together, allowing your chapter to stand on more solid legal ground.

Tax Terms

Let's first establish the difference between not-for-profit and tax-exempt. Non-profit and not-for-profit are state law concepts. Most states have laws whereby an entity can be incorporated as a non-profit or not-for-profit organization. However, the fact that an entity is organized as a non-profit or not-for-profit organization does not indicate that it is also exempt from federal income tax.

How about, what's the difference between a 501(c)(6) and

a 501(c)(3)? A 501(c)(3) entity is generally a charitable or educational organization. It can also be regarded as religious in nature, educational, scientific, or literary. The term charitable is used in its generally accepted legal sense and includes relief for the poor, the distressed, or the underprivileged; advancement of religion; or advancement of education or science.

An affiliated chapter of an association is usually classified as a 501(c)(6), which is defined as a business league but may be a 501(c)(3) organization if its primary purpose is education. In general, it is an association of persons having some common business interest, the purpose being to promote the common interest and not engage in a regular business of a kind ordinarily carried on for profit. The business league must be devoted to the improvement of business conditions of one or more lines of business as distinguished from the performance of particular services for individual persons. It must be shown that the conditions of a particular trade or the interests of the community will be advanced by its actions. No part of its net earnings may be apportioned to the benefit of any private shareholder or individual, and it may not be organized for profit.

The Application Process

The IRS is the U.S. agency that grants organizations tax-exempt status. To gain this status, a chapter must complete Package 1024, *Application for Recognition of Exemption*. This application must be completed in its entirety and be accompanied by the appropriate user fee. Chapters should also request an employer identification number using Form SS-4, *Application for Employer Identification Number*, even if the chapter does not have any employees.

The Package 1024 process is as follows:

► For the IRS to consider your chapter tax-exempt, your chapter must first be recognized as a trust, a corporation, or an association. In general, an association is a group that has come together for a specifically defined purpose. The association must have a written document such as "Articles of Association" showing its creation, which must be signed by at least two persons, and be dated. The definition of an association can vary by state, so review those laws before proceeding. Review IRS Publication 557 for sample Articles of Organization.

► Next, your chapter must have an exempt purpose. Since chapters are dedicated to the improvement of

business conditions in the payroll industry, the criteria for an exempt purpose is satisfied.

▶ When completing Package 1024, your chapter will need to have an Employer Identification Number (EIN). If your chapter has not yet requested one, do so by completing Form SS-4. If your chapter has applied for an EIN but has not received it, you may note “applied for” on Package 1024. For questions concerning EINs, contact the IRS Entity Control Department at (801) 620-7645 (this is not a toll-free number).

▶ Include a conformed copy of your chapter’s organizing document in Package 1024. A conformed copy is one that agrees with the original and all its amendments. A chapter officer must certify that the document is a complete and accurate copy of the original.

▶ Financial statements for a three-year period must also be included. If your chapter is new, include financial statements for the current year and proposed budgets for the next two years, including a detailed breakdown of revenue and expenses. If your chapter has been established for more than three years, include the same type of financial information for the current year and the two preceding years.

▶ If the chapter plans to be represented by an attorney or CPA throughout this process, include a completed Form 2848, *Power of Attorney and Declaration of Representative*, authorizing the attorney or agent to represent the chapter.

▶ Lastly, include the correct fee of \$500. For those chapters with annual gross receipts averaging not more than \$10,000 over a four-year period, projected or actual, the fee is \$150. (Fees subject to change.)

Mail your completed package to:

Internal Revenue Service
P.O. Box 192 Covington, KY 41012-0192

Tax Filing Requirements

Generally, tax-exempt organizations must file an annual information return. Chapters can meet this requirement by filing either a Form 990, *Return of Organization Exempt From Income Tax*, or Form 990-EZ, *Short Form Return of Organization Exempt From Income Tax*. The Form 990-EZ is designed for use by small tax-exempt organizations and nonexempt charitable trusts. A chapter can file a Form 990-EZ instead of Form 990 only if (1) its gross receipts during the year were less than \$100,000, and (2) its total assets (line 25, Column (B) of Form 990-EZ) at the end of the year were less than \$250,000. If your organization fails to meet either of these conditions, you cannot file Form 990-EZ. Instead, Form 990 must be filed. Form 990 or Form 990-EZ must be filed by the 15th day of the

5th month after the end of your chapter’s accounting period. The instructions for these forms indicate which IRS Service Center the forms must be sent to.

A tax-exempt organization that does not file the required return is subject to a penalty of \$20 a day for each day the failure continues. The same penalty will apply if the organization fails to give correct and complete information or required information on its return. The maximum penalty for any one return is the lesser amount of \$10,000 or 5% of the organization’s gross receipts for the year. If the organization has gross receipts in excess of \$1,000,000, the penalties grow to \$100 per day with a maximum penalty of \$50,000.

Even though an organization is recognized as tax-exempt, it still may be liable for tax on its unrelated business income. An exempt organization that has \$1,000 or more gross income from unrelated business must file Form 990-T, *Exempt Organization Business Income Tax Return*. The obligation to file Form 990-T is in addition to the obligation to file the annual information return. Tax-exempt organizations must make quarterly payments of estimated tax on unrelated business income. An organization must make estimated tax payments if it expects its tax for the year to be \$500 or more. Form 990-T of a tax-exempt organization must be filed by the 15th day of the 5th month after the tax year ends.

Access to Information

Tax-exempt organizations must make their last three annual information returns and their approved application for recognition of exemption with all supporting documents available to the public for inspection. In keeping with the Taxpayer Bill of Rights 2, the organization is required to provide copies of these documents upon request without charge (other than a reasonable fee for reproduction and copying costs) to any individual or agency requesting them. Penalties are assessed for failure to comply with these requirements.

More About Unrelated Business Income Tax

Unrelated business income is income from a trade or business regularly carried on that is not related to the chapter’s performance of its exempt purpose or function. An exempt organization that has \$1,000 or more gross income from an unrelated business must file Form 990-T, *Exempt Organization Business Income Tax Return*.

All organizations subject to Unrelated Business Income Tax (UBIT), except trusts, are taxable at corporate rates on that income. An activity is considered an unrelated business if it meets the following three requirements: (1) it is a trade or business, (2) it is regularly carried on, and (3) it is not substantially related to furthering the exempt

purpose of the organization. There are a number of exclusions and modifications to this general rule that should be explored by a professional.

Get Professional Help

This information is meant to be a guideline for you to get some idea of the process of having your chapter recognized as a tax-exempt entity. APA strongly suggests that you consult with a lawyer and an accountant before proceeding with your application. In all circumstances a lawyer or CPA should at the very least review your application before it is sent to the IRS.

For beginning chapters, the thought of having to pay legal fees before any revenue has accumulated in the chapter treasury may be discouraging. This is a great time to reach out to friends who may be lawyers or know lawyers who may support your cause. If that doesn't work, contact the local Bar Association Pro Bono Committee or United Way for names of civic or philanthropy-minded lawyers who may review your documents for free. If all else fails, negotiate a reasonable fee with a lawyer, usually around \$500 or less to help process your documents.

If you're looking for a CPA to assist with tax considerations, check with APA to see if there are members in your area that are CPAs. You may have a chapter member who is a CPA and wouldn't mind taking on this project on a permanent basis. This could also be a great time to introduce yourself to your coworkers in the accounting department to see if one of them could help.

Bringing It All Together

Filing for tax-exempt status will never be the easiest project that a chapter will undertake. But, once completed, the chapter can rest assured that it has substantially reduced the risk of receiving a potentially unpleasant phone call from the IRS. It will also be a great

relief to know that probing questions from other government agencies and individuals can be answered without hesitation or concern.

By making the process a chapter-wide project, successfully completing this project will bring the principals of the chapter closer together, thereby strengthening the chapter as a whole.

Find Out More

Become familiar with the following forms and publications:

- IRS Publication 557, *Tax-Exempt Status for Your Organization*
- IRS Publication 598, *Tax on Unrelated Business Income of Exempt Organizations*
- Section 501(c) of the Internal Revenue Code
- Section 501(c)(3) of the Internal Revenue Code
- Section 501(c)(6) of the Internal Revenue Code
- Form 1023, *Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code*
- Package 1024, *Application for Recognition of Exemption Under Section 501(c)(6) of the Internal Revenue Code*
- Form SS-4, *Application for Employer Identification Number*
- Form 2848, *Power of Attorney and Declaration of Representative*
- Form 8821, *Tax Information Authorization*
- Form 990, *Return of Organization Exempt From Income Tax*
- Form 990-EZ, *Short Form Return of Organization Exempt From Income Tax*
- Form 990-T, *Exempt Organization Business Income Tax Return*
- Form 8718, *User Fee for Exempt Organization Determination Letter Request*

Sample Bylaws

Bylaws of ABC Chapter of the American Payroll Association – A Non-Profit Association

Article I – Name

The name of this organization shall be the ABC Chapter of the American Payroll Association (ABC APA).

Article II – Place of Business

The location of the principal office of the ABC APA shall be in the State of [insert state] at such location as shall be determined by the Board of Directors.

Article III – Purpose

The purposes of the Chapter shall be:

1. To increase the skill level of the payroll professional through education.
2. To promote and enhance the image of the payroll profession throughout the state of [insert state].
3. To provide payroll professionals with networking opportunities and a forum for the effective exchange of payroll knowledge, trends and ideas.
4. To promote the highest standards of professional practice and payroll ethics.

Article IV – Membership

Classes of Membership and Qualifications

Regular Member – All individuals must be active members of the American Payroll Association (APA National Member). It is a condition of membership that members are expected to share their knowledge and experiences and make a positive contribution to the Chapter

Associate Member – Individuals who are not active members of the American Payroll Association may be Associate Members. The associate must be invited and sponsored by a Regular Member. As with the Regular Member, the Associate Member is expected to share his/her knowledge and experiences and make a positive contribution to the Chapter. Associate Members are subject to the following provisions:

1. Only Regular Members may be elected or appointed as Chapter Officers or Directors.
2. Regular Members will enjoy a reduced structure for dues and fees as compared to Associate Members.

Membership Admission

Regular Membership – To be admitted to membership, a candidate must be actively engaged in or closely related to the payroll function within his/her organization, file a membership application, and

accompany it with the first year's dues.

Associate Membership – To be admitted to membership, a candidate must be actively engaged in or closely related to the payroll function within his/her organization. He/she must complete the membership application, including the Regular Member's name who is sponsoring the Associate Member, and accompany it with the first year's dues.

Termination of Membership

Revocation of Membership – Members may be reprimanded, suspended, or expelled by the Board of Directors for violations of these Bylaws or the Code of Ethics or any other conduct that discredits the Chapter or the payroll profession.

Reinstatement of Membership – Any persons whose membership has been terminated may, upon written request and explanatory statement to the Board of Directors, have their membership reinstated upon a majority vote of the Board of Directors.

Voting

Regular Members – Each Regular and Associate Member shall have one vote in the affairs of the Chapter. **Quorum** – At least 25% of the members of the Association shall constitute a quorum. A majority of those present will determine all matters requiring a vote of the membership.

Article V – Dues and Fees

Dues Schedule

The Board of Directors shall determine the annual dues schedule for each level of membership.

Dues Payment

Regular & Associate Membership – The first annual dues of a new member shall be payable and submitted in full with the Membership Application.

Removal for Non-Payment

Members who fail to pay their prescribed dues and other obligations shall be dropped from the rolls and thereupon forfeit all rights and privileges of membership. Upon payment of delinquent dues or obligations, the member shall be reinstated.

Dues and Fees

The Board of Directors shall have the authority to set dues and fees for any class membership.

Article VI – Membership Meetings

Regular

There shall be regular meetings of the general membership held at least bi-monthly on the second Thursday.

Special

The President or the Board of Directors may call a special meeting with written consent from 25% of the voting chapter members.

Article VII – Board of Directors

Power and Responsibilities

The Board of Directors shall have supervision, control, and direction of the affairs of the Chapter; shall determine its policies or changes therein within the limits of the Bylaws; shall actively prosecute its purposes; and shall have discretion in the disbursement of its funds. It may adopt such rules and regulations for the conduct of its business as shall be deemed advisable, and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Composition

The Board of Directors shall be composed of the Executive Committee and up to five at-large Directors. The Executive Committee shall be comprised of the following officers: President, Vice President, Secretary, and Treasurer. All members of the Board of Directors shall be elected from the general membership with the exception of the Vice President (the Vice President will be the Immediate Past President). All members of the Board of Directors shall be Regular Members in good standing.

Election

The Board of Directors shall be elected by a majority vote of Regular and Associate Members present at a regularly scheduled meeting.

Term of Office

All members of the Board of Directors shall be elected annually by the members at the August meeting. New Officers/Directors shall take office October 1 following elections and serve through September 30 of the following year with a term of one year.

Meetings

The Board of Directors shall meet as deemed necessary between regularly scheduled Membership meetings upon the call of the President at such times and places

as he/she may designate, and shall be called to meet upon demand of a majority of its members. Board of Directors meetings shall be open to Chairpersons of all active committees.

Quorum

A simple majority of the Board of Directors shall constitute a quorum.

Absence

Any member of the Board of Directors unable to attend a duly called meeting of the Board shall be required to notify the President of the Chapter two days prior to the meeting. The President may deem the resignation of the Director effective upon two consecutive unauthorized absences without notification by the Director to the President.

Resignation and Removal

Any Board of Directors member may resign at any time by giving written notice to the President, the Secretary, or the Board of Directors. Such resignation shall take effect at the time specified therein, or, if not the time specified, at the time of acceptance thereof as determined by the President or Board of Directors. A member of the Board of Directors may be removed from his/her position upon a two-thirds vote of the Board at a legally called meeting. Any Officer or Director subject to such a vote shall be granted the privilege to represent him/herself in person or in writing, either prior to or at the time of the vote.

Vacancies

Any vacancies that may occur on the Board of Directors by reason of death, resignation, or otherwise, may be filled by appointment of the President and confirmed by a majority of the Board of Directors. Appointed members of the Board shall serve the remainder of the unexpired term of the position on the Board for which they are appointed.

Voting

Any decision of the Board of Directors shall be a majority vote of the Directors voting, provided that a quorum participates in the vote.

Article VIII – Officers

Officers

The Officers of the Association shall be regular members and shall consist of a President, one or more Vice Presidents (the number thereof to be determined by the Board of Directors), a Secretary, a Treasurer, and other such Officers as may be elected in

accordance with the provisions of this Article. Two offices may be held by the same person with the exception of the offices of the President and Secretary.

Election and Term of Office

The Officers of the Association shall be elected annually by the members at the August meeting of the members. If the election of Officers shall not be held at such meeting, such election shall be held as soon thereafter as is convenient. New offices may be filled at any meeting of the members. Each Officer shall hold the office until the end of the Chapter year.

Removal

Any Officer elected or appointed by the members may be removed by the members whenever, in their judgment, the best interests of the Association would be served thereby. However, such removal shall be without prejudice to the contract rights, if any, of the Officer so removed. Removal of any Officer, with or without cause, shall be immediately effective upon presentation of a petition demanding such removal at any regular or special meeting of the members.

Such petition shall contain not less than 50% of the current regular members of the Association. Any Officer absent from three consecutive meetings of members or three consecutive meetings of Officers without good cause shall, upon majority vote of the Board of Directors, be removed from office and so notified by the Board.

Vacancies

A vacancy in any office because of death, resignation, disqualification, or otherwise, may be filled by the Board of Directors for the remaining portion of the term.

President

The President shall be an active member in good standing and have served at least one year on the Board of Directors.

Responsibilities:

1. Preside over meetings.
2. Be a member, ex officio, of all committees.
3. Coordinate the establishment of goals for the Chapter each year.
4. Provide leadership to the Chapter.

Vice President

The Vice President shall be an active member in good standing and shall be Immediate Past President.

Responsibilities:

1. In the event that the President becomes unable to finish the term for which he/she is currently serving, accept position of President and finish the current presidential term.
2. Preside over meetings in the absence of the President.
3. Coordinate annual election process.
4. Coordinate social events.

Secretary

The Secretary shall be an active member in good standing. Responsibilities:

1. Take minutes of each meeting and prepare hard copy for next meeting.
2. Prepare and distribute Chapter announcements and/or newsletters and correspondence.
3. Preside over meetings in the absence of the President and Vice President.

Treasurer

The Treasurer shall be an active member in good standing.

Responsibilities:

1. Maintain accurate checkbook.
2. Disburse all Chapter funds and collect dues.
3. Report financial status of Chapter at each meeting and prepare annual report for September meeting.
4. Prepare annual budget.

Article IX – Contracts, Checks, Deposits, and Funds

Contracts

The Board of Directors may authorize any Officer(s) or agent(s) of the Association, in addition to the Officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Association. Such authority may be general or confined to specific instances.

Checks and Drafts

All checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Association shall be signed by such Officer(s) or agent(s) of the Association and in such a manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer and/or Assistant Treasurer and countersigned by the President or Vice President of the Association. All checks issued in an amount greater than \$500 must be authorized by the President or Vice President. Any checks issued

directly to the Treasurer must be authorized by the President or Vice President.

Budget

A budget shall be compiled by the Treasurer and presented to the Board of Directors. After the Board has approved the Treasurer's recommendations, the Budget for the upcoming year shall be presented to the membership at the October meeting and voted on by the active membership.

Deposits

All funds of the Association shall be deposited from time to time to the credit of the Association in such banks, trust companies, or other depositories as the Board of Directors may select. An annual report of all receipts and expenditures shall be presented at the November meeting and be made a part of the minutes of this Association.

Gifts

The Board of Directors may accept on behalf of the Association any contribution, gift, bequest, or devise for the general or special purpose of the Association.

Article X – Amendments

These Bylaws may be amended by a two-thirds vote at any meeting of the Chapter.

Article XI – Code of Ethics

1. To be mindful of the personal aspect of the payroll

relationship between employer and employee and to ensure that harmony is maintained through constant concern for the Payroll Professional's fellow employees.

2. To strive for perfect compliance, accuracy and timeliness of all payroll activities.
3. To keep abreast of the state of the payroll art with regard to developments in payroll technologies.
4. To be current with legislative developments and actions on the part of regulatory bodies, insofar as they affect payroll.
5. To maintain the absolute confidentiality of payroll within the procedures of the employer.
6. To refrain from using Association activities for one's personal self-interest or financial gain.
7. To take as one's commitment the enhancement of one's professional abilities through the resources of the American Payroll Association.
8. To support one's fellow Payroll Professionals, both within and outside one's organization.

Article XII – Dissolution

The Chapter shall use its funds only to accomplish the objectives and purposes specified in these Bylaws, and no part of said funds shall inure, or be distributed, to the members of the Chapter. On dissolution of the Chapter, any funds remaining shall be distributed to one or more regularly organized and qualified charitable, educational or philanthropic organizations to be selected by the Board of Directors.

Officer Responsibilities

President

Responsibility may include but is not limited to:

- Leads, plans, and oversees all chapter activities to ensure full benefits to all members while protecting the integrity of the purpose of the chapter and the Institute.
- Presides over all meetings and conferences.
- Periodically forms working committees that will perform assigned tasks and appoints committee chairs or volunteers when necessary.
- Gives guidance to committees and receives regular activity reports and project updates.
- Acts as an ex-officio member of all committees.
- Provides general management and supervision of the affairs of the chapter.
- Performs other duties as may be assigned to the President by the Board of Directors.

This Officer must be a regular member in good standing with the American Payroll Association.

Guidelines for the New Chapter President

Being elected as the President of a local APA chapter can bring many rewards and challenges. It is also recognition by your peers of your leadership ability and dedication to the payroll profession.

As the new President, you should ensure that you are familiar with your responsibilities as indicated in the chapter's Bylaws, as well as by gathering some information about the chapter. Much of this can be obtained by meeting with Past Presidents or by speaking with chapter members who have been active participants over the years. The following are some ideas to help with your transition into this new and exciting role:

- Become familiar with the chapter's budget and Treasurer's report.
- Read the Chapter Affiliation Agreement provided by APA National.
- Become familiar with the contact staff at APA National for assistance and support.
- Speak with Presidents of other local APA chapters; they can often provide insight and ideas for keeping your chapter motivated.
- Make sure you have the name and contact information of your regional advisor from the Board of Advisors. This is an experienced member of APA National and can assist you in your new role.

Vice President

Responsibility may include but is not limited to:

- Works directly with the President to ensure that the information provided protects the integrity and intent of the chapter and the Institute.
- Secures speakers for program presentations at meetings and seminars.
- Fulfills/assumes the duties and responsibilities in the event the President is absent or unable to complete the term of office.
- Assists the President with all administrative functions.

This Officer must be a regular member in good standing with the American Payroll Association.

Secretary

Responsibility may include but is not limited to:

- Works directly with the President to ensure that the information provided protects the integrity and intent of the chapter and the Institute.
- Attends all meetings of the members and Board of Directors.
- Records minutes, resolutions, votes and any other pertinent issues.
- Ensures that all correspondence, minutes, and records regarding the business of the chapter are duly obtained, maintained and safeguarded.
- Gives proper notice of meetings to members and directors.
- Maintains a membership list.
- Handles all chapter correspondence, including confirmations, thank you notes to speakers and notifications of meetings.
- Orders and maintains current and adequate supplies of stationery, brochures, etc. for availability and convenience of the membership.
- Acts as a center for information, either to relay or gather, by telephone or in written format to the Board of Directors, membership and APA National.
- Gathers incoming mail to the chapter and redistributes as necessary.
- Performs other duties as may be prescribed by the Board of Directors.

This Officer must be a regular member in good standing with the American Payroll Association.

Treasurer

Responsibility may include but is not limited to:

- Works directly with the President to ensure that the information provided protects the integrity and intent of the chapter and the Institute.
- Sends members confirmation of dues paid.
- Collects dues and other receivables of the chapter.
- Reviews and pays bills of the chapter.
- Maintains records of the financial activity of the chapter.
- Submits monthly financial reports to the President.
- Assists and prepares proposals and cost estimates for programs and activities for the chapter.
- Safeguards and maintains the permanent records of the chapter.
- Submits regular reports of activities and project status to the President.

This Officer must be a regular member in good standing with the American Payroll Association.

Government Liaison Officer

Responsibility may include but is not limited to:

- Works directly with the President to ensure that the information provided protects the integrity and intent of the chapter and the Institute.
- Answers questions from the membership (verbal or written) within the limits of the Officer's job when it concerns government relations.
- Represents the chapter to government agencies on local, state and federal levels.
- Provides up-to-date information on new tax laws, revisions and reporting modifications to the membership.
- Submits regular reports of activities and project status to the President.

In order to meet these responsibilities, the GLO should maintain resources of information at government levels. These resources would include, but are not limited to, the APA Government Liaison; federal, state and local legislative changes; publications; and newsletters.

This Officer must be a regular member in good standing with the American Payroll Association.

National Payroll Week Campaign Manager

The individual appointed to this position is responsible for organizing the chapter's NPW activities and is the principle liaison with APA National for all NPW-related communications. Getting all chapter members motivated to participate actively in NPW is a top priority.

Responsibility may include but is not limited to:

- Notifies APA National of his/her appointment to the position and provides updated contact information.
- Relays information to chapter members about NPW contests and programs sponsored by APA National.
- Updates APA National of chapter activities prior to and after NPW.
- Coordinates the chapter's entry in the NPW contests.
- Forms a committee to establish the chapter's plans for NPW, which may include:
 1. Efforts to obtain local NPW proclamations
 2. Chapter celebrations
 3. Media outreach
 4. Outreach to community and charity organizations
 5. Educational outreach involving local schools and libraries

Instructions for Completing the Application for APA Affiliation

- ▶ Carefully read the entire APA Chapter Policy Statement as well as the Application for Affiliation.
- ▶ Complete Section (5) of the application. The two people listed here must be members of APA National.
- ▶ Complete Section (6) of the application. As a newly forming chapter, you will not have elected your first set of Officers yet. (We do not recommend electing Officers until the chapter has met several times and people have the chance to get to know each other.) Complete this section with the names of people who will be serving as “interim” Officers. Keep in mind that all Officers of an affiliated chapter must be members in good standing of APA National.
- ▶ Complete Section (8) of the application. Without the appropriate signatures, the application cannot be accepted.
- ▶ Compile and submit the following pieces of information with your completed Application for APA Affiliation: (1) A “membership” roster that lists those people who responded favorably to your questionnaire, and (2) A schedule of your next meeting(s).
- ▶ Submit the completed Application for APA Affiliation to:
 - Chapter Relations
 - American Payroll Association
 - 660 North Main Avenue, Suite 100
 - San Antonio, Texas 78205-1217

You will be notified in writing regarding the results of the application review process.

American Payroll Institute, Inc. Policy Statement Regarding Chapter Affiliation Adopted June 25, 1986

Section 1 – Chapters

A local group of members of the Institute consisting of two dues-paying members of the Institute in good standing (referred to in this Policy Statement as a “Payroll Group”) may be declared an Affiliated Chapter of the Institute by approval of the Board of Directors or the Executive Director. Before such approval is granted, it shall be determined that the Payroll Group satisfies the criteria set forth in this Policy Statement. An Affiliated Chapter shall be entitled to use the Institute’s name and logo for activities authorized under its Articles of Association, or other documents of organization approved by the Institute, and consistent with the criteria described in this Policy Statement; provided that such use shall be accompanied by a clear indication that the activity is that of the Affiliated Chapter and not of the Institute.

Section 2 – Applications

A Payroll Group requesting affiliation shall submit to the Board of Directors or the Executive Director a written application for affiliation on a form provided by the Institute. The application will be consistent with the terms of this Policy Statement.

Section 3 – Membership

An Affiliated Chapter may offer the two classes of membership described in this Section but no other classes of membership. Only individuals will be eligible for membership. One such membership shall be referred to as a Regular Membership. The other membership shall be referred to as an Associate Membership. All Regular Members must be members of the Institute. Only a Regular Member will be eligible to act as an Officer of the Affiliated Chapter. A person who is not a member of the Institute may become an Associate Member of an Affiliated Chapter only by invitation of a Regular Member of such Affiliated Chapter. An Associate Member may not renew his/her Associate Membership without sponsorship of a Regular Member. All members, whether Regular or Associate, will be expected to share their knowledge and experiences and to make a positive contribution to the Affiliated Chapter and to the payroll discipline.

Section 4 – Documents of Organization

If the Payroll Group or the Chapter represented by the Payroll Group formally adopts documents of organization (such as a Certificate of Incorporation and

Bylaws or Articles of Association), copies of such documents shall be mailed to the Institute promptly thereafter. Samples of such documents that are acceptable to the Institute will be supplied to the Chapters upon request.

Section 5 – Yearly Plan

The Institute will submit no later than December 1 of each year, to each Affiliated Chapter, a calendar of events scheduled for the next succeeding calendar year. Each Affiliated Chapter must agree in writing as part of its application (1) not to schedule its events and activities in conflict with the Institute’s events and activities, and (2) to submit a quarterly schedule of its events and activities to the Institute. Any planned event of an Affiliated Chapter, which is in conflict with any planned event of the Institute, must defer to the plan of the Institute. The Institute will determine, in its sole role, whether a conflict exists.

Section 6 – Eligibility

A Payroll Group shall not be considered for Affiliated Chapter status unless, at the time the application for Affiliated status is filed, at least 75% of its members are dues paying members of the Institute in good standing. The Board of Directors or the Executive Director of the Institute shall consider each application for status as an Affiliated Chapter and shall conduct such further examination as it may deem necessary to determine the eligibility of such applicant Payroll Group for such status.

Section 7 – Term of Affiliation and Renewal

The term of an Affiliated Chapter’s affiliation shall be three years from the effective date of affiliation and, at the end of each three-year term, such affiliation shall be renewed automatically for an additional three-year term unless the Institute notifies the Affiliated Chapter that such Affiliated Chapter’s affiliation will not be renewed. Such a notice must be delivered to the Affiliated Chapter no later than 30 days before the term of affiliation is scheduled to expire. The Institute shall have complete discretion to determine whether or not renewal shall be allowed to occur. Nothing in this Section shall be interpreted as restricting the Institute’s right under Section 8 to effect the disaffiliation of any Affiliated Chapter.

Section 8 – Disaffiliation

The Board of Directors or the Executive Director of the Institute may withdraw the affiliation of an Affiliated Chapter if (1) the activities of such Affiliated Chapter are not authorized in its Articles of Association or other documents of organization, if any; (2) the activities of such Affiliated Chapter are inconsistent with this Policy Statement; or (3) such Affiliated Chapter's Regular Members comprise less than 75% of its total membership for more than 90 days. A preliminary determination of disaffiliation on the foregoing grounds shall be made by the Executive Director of the Institute, of which determination shall be final if not appealed from by the disaffiliated Chapter within 15 days after the disaffiliated Chapter receives notice of such preliminary determination. The disaffiliated Chapter may appeal from such preliminary determination by delivering written notice of such appeal to any Director of the Institute. The appeal shall be considered by a special panel consisting of one person appointed by the Board of Directors of the Institute, one person appointed by the disaffiliated Chapter and one person appointed by the first two panel members so appointed. The determination of disaffiliation shall become final upon majority vote of the special panel. Such determination shall be subject to judicial review only for the purpose of determining whether the special panel's determination was made arbitrarily, capriciously or fraudulently. Any Affiliated Chapter whose roll of Regular Members falls below two for a 12 month period shall automatically be disaffiliated without any right to appeal. At the time disaffiliation becomes final by vote of the special panel, the disaffiliated Chapter shall no longer be entitled to use the Institute's name and logo for any purpose.

Section 9 – Autonomy

Except as otherwise provided in this Policy Statement, an Affiliated Chapter shall have complete autonomy with regard to all phases of its operation including adoption of its Articles of Association or other documents of organization.

Section 10 – Officers

All Officers of an Affiliated Chapter must be currently enrolled as members of the Institute and, if applicable, be dues paying participants of the Affiliated Chapter.

Section 11 – Relationship

No Affiliated Chapter shall be deemed to be an agency or instrumentality of the Institute or another Affiliated Chapter, nor shall the Institute be deemed to be an agency or instrumentality of any Affiliated Chapter. The Institute shall not be liable in any way for the debts

or actions of any Affiliated Chapter, nor shall the Affiliated Chapters individually or collectively be responsible for the debts or actions of the Institute.

Section 12 – Guests at Meetings, Programs, and Seminars

Guests of any member of an Affiliated Chapter shall be permitted to attend Affiliated Chapter meetings without charge; provided, however, that, except as specifically provided below, each such guest may attend no more than two such meetings in a calendar year and no member of an Affiliated Chapter may invite more than two guests at a time. All employees of a host employer for any Affiliated Chapter meeting, program or seminar shall be entitled to attend such meeting, program or seminar without charge. A representative of a member chosen by the member to attend a meeting, program or seminar in the place of the member will not be considered a guest for the purposes of this Section. Whenever admission is charged for a meeting of an Affiliated Chapter, program or seminar, the admission fee applicable to Associate Members of the Affiliated Chapter and nonmembers shall be no less than 120% of the admission fee applicable to Regular Members. For the purposes of this section, the term "meeting" shall refer only to regularly scheduled meetings of the Affiliated Chapter for which no admission fee is charged and shall not include specially scheduled meetings, programs, or seminars offered by any Affiliated Chapter or the Institute.

Section 13 – Goals of Affiliation: General Principles

The goal of the Institute in granting affiliation is to encourage the formation of local groups having the payroll discipline as a common primary interest. The Institute intends that such local groups will provide assistance in the Institute's efforts to communicate with, educate and provide related services to individuals interested in the payroll discipline. Accordingly, the Affiliated Chapter will conduct its activities in a manner that will complement the Institute's efforts and encourage membership in the Institute and participation in the Institute's activities. The goals of each Affiliated Chapter will vary from time to time and from Chapter to Chapter. The Institute recognizes the necessity for autonomy and independence at the Chapter level so that each local Chapter will be able to respond to the various and changing needs of each Chapter's members. Accordingly, subject to the condition that Affiliated Chapter activities and policies must not endanger the likelihood of success of the Institute's activities and achievement of the Institute's goals, the Institute intends to encourage Affiliated Chapter autonomy, independence and strength.



APA's Local Chapter Electronic File Mailing List Request Form

Chapter Name: _____

Contact Name: _____

Company Name: _____

Address: _____

Phone: (____) _____ Fax: (____) _____

E-mail: _____

Area to be Covered:

ZIP Codes _____

*ZIP codes for your area can be found on the U.S. Postal website at:
www.usps.gov/ncsc/lookups/lookup_ctystzip.html*

State(s) _____

Sort Names By:

_____ ZIP Code

_____ State

_____ Last Name Alphabetically

_____ Company Name Alphabetically

_____ Other: _____



APA's – List Trade Agreement

We acknowledge that the names and addresses on these lists are the unique and valuable property of the American Payroll Association. As such, these lists will be received by us and held in the strictest confidence.

We agree that all the names and addresses on these lists remain the sole property of American Payroll Association. We understand that these lists are provided to us for **ONE TIME USE ONLY**; any further reuse of these lists must be requested from the American Payroll Association in writing.

We agree not to rent or re-sell these names and addresses to any other company or individual. The electronic file received by us will not be “merged” with any other lists or data bases for any purpose other than the **ONE TIME USE MAILING**. Such use in our computers will be for the sole purpose of preparing the actual “mail merge” or for printing the labels associated with the **ONE TIME MAILING**.

We agree not to add telephone numbers to the list, nor use it for telephone solicitations. We understand that the American Payroll Association has seeded the list with company names and addresses whose telephone numbers are publicly available through directory assistance.

After the American Payroll Association has sent the lists to us, we understand that we shall be held unconditionally responsible therefore, and for any costs incidental to litigation, including the American Payroll Association's reasonable attorney fees, which may occur should the conditions of this agreement be violated. We acknowledge that the list is the confidential and trade secret property of the American Payroll Association, and any violation of the agreement will entitle the American Payroll Association to injunctive relief, as well as damages outlined above. We understand and agree to take all necessary steps to prevent release or disclosure of the list or its origination to any third party, including individuals, associations, firms, and parent or subsidiary organizations, unless such disclosure shall have been authorized in writing by the American Payroll Association.

The American Payroll Association disclaims all warranties as to the list, including the implied warranties of merchantability or fitness for a particular purpose. In no such case will the American Payroll Association be liable for any direct or indirect damages resulting from use of the list whether or not such damages are related to errors or other defects in the list. This agreement is binding regardless of whether we use the list provided by the American Payroll Association. All lists provided by the American Payroll Association shall be used within 30 days. If this agreement covers multiple-use of the American Payroll Association lists, list user shall have 30 days for each list use.

This agreement shall apply in its entirety to all subsequent list uses made by us from the American Payroll Association. By signing, I acknowledge that I am an authorized representative of the above company, and am authorized by my company to execute this agreement.

/s/ _____ Date: _____

Signature of Authorized Representative

Print Name of Authorized Representative

Send Your Request to APA

Remember to allow 5-7 business days to receive your mailing list of APA members.

ChapterRelations@americanpayroll.org

Fax:
(210) 281-3976

American Payroll Association
ATTN: Chapter Relations
660 North Main Avenue, Ste. 100
San Antonio, TX 78205



Application for Chapter Affiliation

The undersigned, acting on behalf of the

Name of Chapter

City, State, Zip Code

(herein referred to as the “Chapter”) do hereby submit our application for affiliation with the American Payroll Institute, Inc. (herein referred to as the “Institute”). In making this application, we, individually, collectively and on behalf of the Chapter as its authorized agents, make the following representations with the intention of inducing the Institute to grant Affiliated Chapter status.

(1) We have reviewed the American Payroll Institute, Inc. Policy Statement Regarding Chapter Affiliation adopted by the Institute’s Board of Directors on June 25, 1986; we understand the conditions described in such statement that the Chapter must satisfy in order to obtain Affiliated Chapter status; and we agree to formulate our policies and conduct our activities in a manner that will satisfy such conditions.

(2) At least 75% of the Chapter’s current members are also dues paying members in good standing in the Institute and the list of the Chapter’s members that is attached is current as of the date of this application.

(3) The Chapter’s independent activities and transactions (including use of the Institute’s name and logo) will be undertaken so that others will not confuse the Chapter’s activities with the activities of the Institute. The Chapter will transact its business using the sample stationery that is attached, or stationery with letterhead that is substantially identical to the sample attached, containing a phrase similar to:

“The (name of chapter) is affiliated with the American Payroll Institute, Inc. (dba American Payroll Association) but is an autonomous and independent organization. American Payroll Institute, Inc. is not responsible for the liabilities, statements, or activities of any of its affiliated chapters.”

(4) We understand that sample documents of organization that are acceptable to the Institute are available. We understand that the Institute, by providing such samples, is not engaged in rendering legal, accounting or other professional advice; rather, the sample documents and other materials provided to us by the Institute are intended only as reference materials, not as a substitute for professional advice. Accordingly, we agree to hold the Institute, its Officers, and employees harmless as to the contents of, and any omissions from, any such samples and other materials.

(5) The names, addresses, and telephone numbers of the two individuals who are dues paying members in good standing of the Institute and who comprise the Payroll Group (as defined in the Policy Statement) are listed below.

A. Member #1 _____ **APA ID#** _____

Employer’s Name _____

Employer’s Address _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

B. Member #2 _____ **APA ID#** _____

Employer’s Name _____

Employer’s Address _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

(6) The Officers of the Chapter are all members of the Institute. Their names, addresses and telephone numbers are listed below.

A. President _____ **APA ID#** _____

Employer's Name _____

Employer's Address _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

B. Secretary _____ **APA ID#** _____

Employer's Name _____

Employer's Address _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

C. Treasurer _____ **APA ID#** _____

Employer's Name _____

Employer's Address _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

(7) Any change in any document of organization or in the stationery of the Chapter will be submitted to the Institute for review.

(8) By signing this document, we are certifying that we are authorized to make the foregoing representations and apply for Affiliated Chapter status.

Signatures:

President

Date

Secretary

Date

Member #1

Date

Member #2

Date